



**The Welfare Client
Data Systems (WCDS)
Consortium
Is Seeking A New
Executive Director**



UNIQUE OPPORTUNITY

This is a unique opportunity to provide collaborative leadership to a consortium of 18 California counties that share joint development and maintenance of a computer system known as CalWORKs Information Network (CalWIN).

WELFARE CLIENT DATA SYSTEMS (WCDS)

The Welfare Client Data Systems (WCDS) was a software system that originated in Santa Clara County in 1967 and was eventually implemented in 19 California counties. In 1995, with the approval of the federal funding agencies, the US Department of Health and Human Services and the US Department of Agriculture, the responsibility for welfare system development and implementation was passed from the California Office of Systems Integration to the California counties with the requirement that the counties form consortia to develop and implement systems. Subsequently, 18 of the WCDS counties moved to form a Consortium that initiated the CalWORKs Information Network (CalWIN) project. The WCDS counties include: Santa Clara, San Mateo, San Diego, Sonoma, Tulare, Santa Cruz, Fresno, Solano, City and County of San Francisco, San Luis Obispo, Contra Costa, Placer, Alameda, Yolo, Orange, Santa Barbara, Sacramento, and Ventura. The headquarters office for WCDS is

based in Folsom, California, which is located in the greater Sacramento region.

The CalWIN application supports the eligibility

determination and case management of federal, State, and county public assistance programs. CalWIN supports CalWORKs/ Temporary Assistance for Needy Families (TANF), Refugee Cash Assistance (RCA), Food Stamps, Medi-Cal, County Medical Services Program (CMSP), Cash Assistance Program for Immigrants (CAPI), In-Home Supportive Services (IHSS), Foster Care, Kinship Guardianship Assistance Payment (KinGap), Cal-Learn and General Assistance/ General Relief. In addition, CalWIN supports employment service programs for Welfare to Work, Child Care, Food Stamp Employment Training (FSET) and County specific employment programs. CalWIN is an integrated on-line, real-time automated system with 26 subsystems to support automated eligibility and benefit determination, benefit issuance, and produce Notices of Action, client correspondence, management reports and interfaces for all the programs. The counties contract with EDS for design, development, implementation, and maintenance of the CalWIN system. Effective July 2006, the CalWIN project achieved a major milestone – the system has been rolled out to all 18 counties.

GOVERNANCE STRUCTURE

The WCDS Consortium organization consists of three components:

- **WCDS Board of Directors** – sets overall policy and direction for the Consortium. The Board of Directors is the governing body of the WCDS Consortium and the CalWIN Project. The Board of Directors is comprised of the Welfare Directors of the participating counties. The WCDS Board Chair and Vice-Chair are elected by the WCDS Board annually.
- **WCDS Executive Committee** – reviews and discusses project initiatives and provides project direction throughout the month as needed. The Executive Committee is tasked with updating the Board of Directors regarding Executive Committee objectives and outcomes. The Executive Committee is comprised of the Welfare Directors from the counties of Santa Cruz, Placer, Sacramento, Sonoma, Santa Clara, Orange, and Ventura.
- **CalWIN Managers Committee** – considered the core of the Consortium process. Each county is equally represented on the WCDS CalWIN Managers Committee. The responsibility of the WCDS CalWIN Managers Committee is to administer the Joint Maintenance Agreement in accordance with the WCDS CalWIN Managers Committee bylaws. The Committee meets monthly or less, as mutually agreed upon, and is comprised of welfare and data processing personnel from each county.

THE POSITION

The Executive Director is responsible for the day-to-day activities of the Consortium and is the Contract Officer for the Counties in any agreement with the existing WCDS Systems Maintenance Vendor. The Executive Director's responsibilities include, but are not limited to:

- Overall management responsibility for the CalWIN Project, including accountability and maintenance of the budget; maintenance of the project schedule; and compliance to State and federal guidelines
- Single point of contact for managing the contract with the development vendor and any quality assurance and/or IV&V vendors

- Approve all Project deliverables
- Report project status to WCDS Director's Conference, county CalWIN Managers, and external stakeholders
- Issue resolution/escalation/tracking
- Management responsibilities for WCDS CalWIN project team, which includes Consortium and county staff
- Plan, direct, and control the allocation of all WCDS CalWIN resources
- Monitor project milestones to ensure they are met
- Provide qualified resources in a timely manner

In addition, the Executive Director is a member of the Change Control Board (CCB), which has the authority to commit to change in project scope, resources, schedule, and financials on behalf of the WCDS Consortium within the terms and conditions of the CalWIN Information Technology Agreement and the CalWIN Budget. It is the responsibility of the Executive Director to communicate the need and scope of the proposed changes and any resulting implemented change.

Reporting to the Board of Directors, the Executive Director oversees a FY2006-07 project budget of \$120 million, which includes system operations, software, hardware, application maintenance, and vendor and county staff. The total project budget is \$1 billion which encompasses six and one-half years of design, development and implementation, and four years of maintenance and operations. The Consortium is just entering the four-year period of maintenance and operations. Current staff includes seventeen (17) employees, which is a combination of Consortium and county staff.

KEY ISSUES AND PRIORITIES

Consortium leaders have identified the following opportunities, challenges and priorities that will require the expertise, energy and commitment of the new Executive Director:

- **Transition** – the Executive Director currently has two Consortium staff, as well as 15 county staff that are “on loan” from the participating counties, who report to the Director on a day-to-day basis. Due to the fact that the CalWIN system has been implemented in all 18 counties, this current organization structure will need to be evaluated and consideration given as to what an effective structure should be now that the project has shifted into a maintenance phase. The Consortium is considering the services of a consultant to assist with this review process. It will be the incoming Executive Director's responsibility to provide leadership during this time of transition.
- **Regulation Changes** – there will be significant system implications over the next year due to federal government enacted amendments to welfare reform. Communicating and implementing these changes will be a key priority for the Director.
- **Fiscal Challenges** – on an annual basis, the Executive Director negotiates for State and federal dollars to fund the CalWIN project. Given the restrictive budget process that has been experienced in recent years in California, the new Director needs to be an advocate for protecting the budget for the project and assertively addressing budgetary requirements.

- **Contract Renewal** – the contract with the CalWIN vendor, EDS, is up for renewal in 2008 (there is an option for a three-year extension). The Director will be responsible for contract negotiations.

IDEAL CANDIDATE

The ideal candidate will be a politically astute professional with previous public sector experience as a CIO, IT Director, or senior executive with a solid understanding of information technology. This energetic, results-oriented leader will be a highly effective communicator, possess excellent consensus building skills and sound decision making ability. Expertise in the areas of large-scale project management and contract administration are essential. Substantial relevant experience, including significant supervisory or management experience in an information technology setting, is expected. A Bachelor's degree is required; a Master's degree is desired.

COMPETENCIES AND PERSONAL CHARACTERISTICS

In addition to the foregoing requirements, WCDS leaders have identified the following additional competencies and personal characteristics that the ideal candidate will possess:

- Strong sense of ethics, personally and professionally

- A highly competent professional who has a broad base of technical knowledge and managerial experience to capably and credibly manage vendor relations
- Able to establish strong working relationships with a variety of governmental entities
- Visionary and strategic
- Flexible; able to effectively manage a large-scale project in a rapidly changing environment
- A facilitator of consensus and collaboration
- Experienced in personnel management and employee relations
- Interested in creating a partnership with the Board; providing them with alternatives and demonstrating a sense of responsiveness and sensitivity
- Solid administrative skills, especially fiscal management, budgetary control and contract administration
- An effective listener, communicator, and negotiator

COMPENSATION AND BENEFITS

The salary for the Executive Director is open and negotiable, depending upon the skills and qualifications of the selected candidate. A comprehensive benefit package is provided through a contract arrangement with the California

State Association of Counties (CSAC) and includes the following:

Medical Insurance – choice of Blue Cross, Kaiser or Health Net. CSAC pays 100% of

premium for employee and family for Kaiser and the equivalent amount towards the premiums for Blue Cross and Health Net with the employee paying the difference.

Dental Insurance – with Premier Access, CSAC pays for 100% of premium for employee and family.

Vision Care – CSAC pays for 100% of premium for employee and family.

Retirement – CSAC pays 100% of the employee and employer contributions to the San Bernardino County Employees Retirement System (2% @ 55 plan).

Vacation – Two weeks first two years; three weeks third year; additional day for each subsequent year to a maximum of five weeks.

Holidays – 13 paid holidays

Sick Leave – one day per month; no limit on accumulation

Administrative Leave – up to five paid days per year

Group Life Insurance and AD&D – CSAC pays for 100% of premium for employee. 1.5 times annual salary.

Other Benefits provided by CSAC – Long Term Disability; Short Term Disability; Employee Assistance Program

Elective Benefits paid by the employee – Supplemental Life Insurance; Deferred Compensation Program (457 plan)

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

The final filing date for this position is **Friday, September 8, 2006**. To be considered for the position, please submit a cover letter with current resume (that reflects the size of staff and budget you have managed, as well as both months and years of beginning/end

dates of current and previous employment), salary, and five work-related references to:



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Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be invited to a preliminary screening interview conducted by the consultant in mid September. It is anticipated that interviews with finalists will occur in October and that an appointment will be announced shortly thereafter, following follow-up interviews and reference and background checks.